OPERA COMPANIES WITHOUT LOSING HIS MIND. "Business! That's the secret," said Mr. Savage. "Just like Real Estate or Dry Goods."









I don't allow myself to have trouble in the business of producing operas:

"Successful opera, grand or comic, is simstore, if I were in that line."

Lohengrin on a department store basis; has been presented to the public properly. Think of it, ve long-haired, heavy-browed,

"Organization."

"How do you do it?" "On the army principle. The company is a regiment. I am the Colonel, the three resident managers Majors, and so on down the line. Organization in every department, and

every officer and man held accountable." "But the stars-surely you haven't learned how to make soldiers of them-to make them subject to orders?"

"There are no stars in this company. We have fifty-seven principal singers, the largest number employed in a like enterprise; press this idea from the start, and never was after a story, and the busy father of advertise that the Castle Square Opera | Republic renders into his confidence. Company will give such and such a production-not that Mme. So-and-So, assisted by in, what we do with it, or which of our the direction of Mr. Somebody. With us answer anything else, he said. the company is first, always. Each of the principals is given an equal chance, but thing about yourself and your troublesthe whole show. That's the great difference between my method and that of the traditional school. It has proven satisfactory to the public, the company and myself, and as long as I'm in the business the company

"You have no complaint to make against the public, then?"

Not a bit of it. This idea that Americare don't appreciate operatio music is all

Boston-just as I would run a department | Far" America has be a number beautry for

sentimental impreserves of the old school: St. Louis I met a storm of what was by team. They lay our I tended to be decouragement. They told | their plans and report Henry W. Savage says you will come to | me that St. Leansaus wouldn't attend upon Henry W. Savage says you will come to the share of the state of the st standpoint of success. While you have been so on, and pointed to this and that one such singers this and the tailered but was religiously that material; the rather look indusers, and a described. railing at the lack of appreciation in the a frost, They didn't step to think that St. | Besternis, pergennis Louis had been arked to pay three price

tics, others of this, others of that. They admitted that we gave good opera-but.

"Well, what do we see now? A long, successful season nearing its close; audiences growing right along; men who hadn't been to the opera in twenty years coming every week and bringing their families managers of different playhouses talking about the next season. Yes, we are coming back-of course we are. We have found that St. Louis does appreciate opera, after

Mr Savage had been found by a Population reporter, and the Republic's photographer but there isn't a star in the lot. We im- in his office at Music Hall. The reporter loss sight of it. You will notice that we department-store opera consented to let the "Don't ask me how much money we take

Mons. Whatshisname, will appear, under singers has the best voice, and I'll try to "To begin with, we'd like to know some-

none is permitted to think that he or she is how you, as the head of such an organization as this, manage to keep up with the

work." "That's easy. In the first place, I don't allow myself to have troubles in the hustness of producing operas. The responsibility is divided and subdivided, until no man's burden is too heavy. I outline my plans, call in my Hentenants; we talk them over together, and every man does his part.

opera is to be given, and we have never We do not guarantee that Mme. So and So go in with the crowd. If I hear a voice have learned that we keep our promises."

"How do you do It for the price." "By attention to details; by saving raff- | and I don't mind paying for what I went." road fares and hotel bills, and by keeping the house full. Instead of jumping from its to city at heavy expense, we settle every town in the country, our singers do their own advertising; we save in a bundred ways that traveling companies cannot; we expect only a narrow margin of profit on one performance, and hope to make comething on the sum total." "Who engages your singers?"

"I do."

"Are you a musician" "No. I'm an everyday-down-rast basinssa man. I can hardly sing a note; but I've cans. I engage Americans whenever I can; | tirity. been going to the opera all my life and list I prefer that they shadd have had a "You see, I have a greet deal to do, and European experience. You see, they take I guess that's why I do it. In addition that what will please me will please the opera seriously over there. In Germany, "For instance, I say to Mr. Southwell, average man, and act on that principle. for example, the Crown helps to support one in St. Louis, one in New York and one personally?"

WHAT THIS REAL ESTATE AGENT IMPRESSARIO LOOKS LIKE. Thave to learn all the

and one understing I the artist to cut it apart.

American public and trying to make ends meet; he has been playing to full homes in three cities night after night, week after week, month after month.

He says: "They gave the Castle Square Copera Company six weeks in which to reach its limit. I've been at it now for five years hed have made good." In over 2,100 performances not a single date has been cannot celled, nor a curtain held, and our bank account has not suffered."

Louis had been arked to pay three prices of coperals and price that sheek this sheek it is said in the sheek it is said in the state at the beautiful type. He wark the first of that we will be suffered to such this and it due time care in the state at the work is likely state as year in a foreign tengue. I did the due time care that such is a price of the work is limit. I've been at it now for five years had have made good." In over 2,100 performances not a single date has been cannot celled, nor a curtain held, and our bank account has not suffered."

Louis had been arked to pay three prices of the work it said that endy once or that such is and for the work. Instead of writing him and waiting the work is said in dearling to the said it to work it saids that said it does then the work it is not the work in the war in the state at the work is said in the number of the said in the said in the said is said to be some of the work in this and it does then the work in the work is not to said the said in the said in the said is said to work in the work in the work is not to said the said in the said is not to work is said in the number of the said in the said is not to work in the work in the said in the said is not to work in the work in the said in the said is not to work in the said in the said is not to work in the work in the said in the said is not to work in the work in the said in the said is not to work in the work in the said in the said is not to work in the said in the said is not to work in the work in the said in the said is not to work in the work in the said in the said is not to

that ends it.

spend several weeks around the trinched | theory and practice-that's all. failed to keep our promises to the public. theaters. I keep my mission to myself, and in a few more years we will have a will sing a certain role on a given date: that strikes me I make a note of the sing- abroad will not be necessary. Then in a but we do promise that the opera will be er's name. Later I manage to meet him few more years Europe will be coming here acceptably produced; and our audiences or her, and we have a little chat. If I am for singers, because Americans do everyatill pleased I ask for a trial and hear the artist's repertoire. Then we talk business, "Do I make mistakes? Of course I do, do you keep up with so many principals, Every one does. Sometimes I find that a woman with a beautiful voice and plusting of business? personality is a stick of an actor. In order

> to guard against this the first contract is always conditional. Americant, you know, emand more than Europeans. Here we must not only appeal to the soul through the ear but the eye as well. The picture must be pretty and the acting good or the production is a failure." "Can't you get singers on this side?" "Oh, yes. The best of them are Ameri-

to sing the role at the follow out what you are after in about transmission is of no avait. When so the abroad to make a fiving on the stagedet hours see new faces and hear new voices "That's where our the stagedet hours are followed to hear the following of the following and the patrons of each down to simply the role at the stagedet hours see new faces and hear new voices the following out what you are followed to make a fiving on the stagedet hours see new faces and hear new voices the following out what you was you are followed to make a fiving on the stagedet hours see new faces and hear new voices the first the following out what you was all five its the following out what you was all five its the following out what you was all five its the following out what you was all five its the first the following out what you was you was a five its the following out what you was you wa system comes to the common and this peckets are full of vicinity.

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When he has said what he has to say the first understand that from time to time.

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The has a lot to learn the first understand that from time to time.

The principals the system common and the peckets are full of vicinity.

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The principals the first understand that from time to time. go on for any per. Suggested to the comes home and formance. They all understand that the , "there or twice a year I go to Europe and 'makes good.' It's the difference between

much opera in this country that going thine a fittle bit bester than any other beente offer they fears how."

I cur conservatories-

at blen of noting, but

"But, about yourself, Mr. Savage. How such an army of privates and such a mass

"That's not so easy to snewer. I guess It's the ability to grup all details, South well tells me I've got more eyes than a fly and more legs than a centiped; and Temple says every girl in the chorus thinks I'm misstep. I guess the secret is my Yankes it executive ability; others say its versatili-

European experience. You see, they take I guess that's why I do it. In addition to abroad." looking after the three open companies,

located. I was in real estate for many years before I thought of going into opera, and my business in that line is too well established to think of giving it up. I run equally important, and must keep up with the precession, or

graph keep me in touch, but when I want to talk I'm bound to do derstudies are given a charge to develop it. Not long ago I wanted a Cincinnati into principals. In this way we make dis-York. Instead of writing him and waiting profitable.

wif. In a few years property is all the time, and if they need anything can call for it by wire, Casts, property lists and so on are made out in riplicate, and nothing is moved except on

"In my New York office I have a checker board arranged on which I figure out all the casts, so as to give all the principals sound chances. This work has to be done a advance, of course, and if you think its fun you are mistaken.

"When I'm making casts I took myself in my den, lose the key, get out of my coat, vest and celler and sit down and play theckers with myself hour after hour. I ion't quit until I have solved all the proberes for several weeks shead. Then I unlock the deer, put on my collar and vest and coat and start around the circuit with my plans all mapped out."

"Ito you ever rest?" "Oh, yes! I rest on the train. You see, I get twenty-four hours between here and New York, or between New York and Chiactivity. Some have been pleased to call engo and eight or ten hours between Chicugo and St. Louis. I rest on the truin. ty, but I think it's nothing but Yankee ac- like a gentleman of elegant leisure; sleep like a top and check up all o. k. at my desination, I also rest a bit when I go

"How many of your people do you know

my special pets. I take a lot more interest in them than I do in the principals. Perhaps that's why you hear so much about the ensemble work of our con that on the department-store plan, teo. It isn't because we know more about train sten down. I get around often enough to little meeting behind the scenes, at which see that everything is working smoothly, we give the chorus people a hearing. The and when I'm away the telephone and tele- object is to develop latent talent. If one of the girls or men has been studying "My long-distance telephone tolls would part, he or she is given a trial, with a astonish you. The bills look absurdly large, view to an understudy's part, and the un-

"Playing as we do week after week to the same audiences, we must improve our

work constantly, because, as the public becomes more familiar with opera, it becomes more critical. We keep this fact before the chorus, stage-people, principals and ourselves, and the standard is elevated by keeping at ft always." "Why do you sing everything in En-

"That's a useless question. You know the answer as well as I do. Because English-

speaking people like to be spoken to in their own language; and we play to the American public, not to the few who understand or pretent they understand French or German or Italian. We do not want to be exclusive, because it doesn't pay." "What prompted you to enter the operation arena?"

"Opportunity-I thought I saw a chance

to make money by giving the public highclass opera at reasonable prices and I was willing to back my judgment with my bank secount. I had a partner the first season. He thought we should get more money for our show-I didn't. This was in Boston. I sold out to him and he put up the price He has retired from the business; while I am just getting my plans straightened

"Then you didn't care for advice?" "Not a great deal. I have my own ideas and know how I want them carried out. If am wrong I suffer and am responsible don't want to feel like kicking the other fellow. As it is, am making money; graftfying and making public tasts and proving that old rules don't always work as well as

"Don't advise all of your readers to go into the operatic business. It might cost some of them and their backers more than

PERSONAL NOTES ABOUT CONGRESSMEN AND SENATORS.

William Aster Chanler, a rich, young from Louisiana. bachelor of New York, left Harvard University to undertake explorations in Africa, the results of which were duly published in

Representative Jefferson M. Levy of New York ewns and maintains Monticello, the home of Thomas Jefferson, "In keeping with its distinguished traditions."

Mr. Loud of California made himself beard during the Civil War with General Phil Sheridan in the Shenandoah Valley. George Henry White of North Carolina is

a man of color, and stands alone as the paly representative of the African race in ither branch of Congress. Thomas Cusack of Chicago was born in

"ould Oireland" and was originally a sign-Benjamin F. Marsh of Illinois modestly

war "he received four gunshot wounds and carries in his body rebel lead," Edwin Reed Ridgely of Kansas was born in a log cabin on his father's timber farm.

the Civil War. Senator William Lindsay of Kentucky is an authority on constitutional law and an many dinners. inimitable story-teller.

Phanor Breszenie of Natchitochas is a

Europe Hale of Maine is a hearty Re-

Senate. If there's anything in a name, Mr. Midd of Maryland will be a soft mark for his fellow-members in the House.

publican and the Beau Brummel of the

Vincent Boering, a new member from Kentucky founded (as editor and publisher) Lodge, both Senators from Massachusetts, the Mountain Echo, which is now the old- are two gentlemen who take rank among est Republican paper in the State, in the famous little village of London, Laurel County, He is, of course, a Republican.

Charles Franklin Sprague of Massachusetts is a multi-millionaire manufacturer and one of the "swells" of Congress. Abraham Lincoln Brick, true to the poil-

ardent Republican, and has just shied his states in his autobiography that during the

June Gayle of Kentucky is said at times be one of the breeziest members of the

David Bremner Henderson, Speaker of that the Republican party leaders have the House of Representatives, was born in been forced to accept the general vendict pear Lancaster, Ill., and served throughout | Old Deer, Scotland, and lost a leg during the Civil War. Notwithstanding his physical Littlefield. defection, the Speaker is a great social favorite in Washington and is seen at

ranks above all his coll-unues, served his State continuously since 1871

biblical quotitions.

George Frishle Hear and Henry Cabet the foremost scholars of the United States. The former has received the degree of Doctor of Laws from William and Mary, Amherst. Yale and Hatvard colleges.

Henry A. Bingham of Philadelphia, who is now serving his eleventh consecutive term in the House, affects the white-vest fad, and can be seen at any and almost all ties of his distinguished namesake, is an times wearing a daintily embroidered waistcoat of that immaculate line.

> Charles E. Littlefield is the distinguished gentleman from Maine who is so ably filling the sent of the late Nelson Dingley, Jr. It is understood here in Washington that there is nothing small about Mr.

James A. Tawney of Minnesota has the rather unenviable honor of being the Republican party "whip" in the House. How-William Boyd Allison is the mest influever, as Tawney was at one time a sturdy ling his fifth political transformation within ential Republican in the Schatz of the blackemith, a vigorous use of the lash on the sease of twenty-five years, had no suc-

having and rately fulls to be excressful. Senator Weimere, who was once Governor

Champ Clark, whose speeches teem with of Rhode Island is re-senized as a sulai wit, philosophy, pathos, common sense and Header in New York and Newport, as well quantity original sayings, is a great student has Washington. His eldest daughter, Miss of the Bible and often employs appropriate | Edith Wetmore, is regarded as one of the brilliant young women at the national capi-

William P. Prye is an admirable combinawho know him best declare that he prefers the fascination of angling for the wary rout in the streams of old Maine much more than the dignity and pomp of the United States Senate. He has a delightful summer home at the head of Rangelay Lake, and there entertains many distinguished guests in the course of a season.

George P. Met'lellan of New York, who is a son of the famous Union General, George B. McClellan, was born in Dresden Saxony, and is an enthusiastic lover of Scott; reading his works whenever opportunity affords, quite often in the streetcars, while en rouse to the Capital. His especial favorite is "Ivanhoe," a pocket edition of which he carries with him everywhere.

Representative Joseph Sibley of Pennsylvanla is now known in the House as "Slippery Joe," owing to his recent flop over to the Republican ranks. This latest change being his fifth political transformation within

ist, Populist, Pemeerat and Republican.

Amos J. Cummings of New York entered a printing office at the age of 12 and has so type in meanly every State in the Union, was with Walker in the last in-Army throughout the Civil War; has been day one of its most influential members

Senuter Depew, who is perhaps the most frequent sliner-out in America, doubtiess enced legislative friend upon the best methowes his great activity and perfect health the fact that he drinks no wine and eats temperately at discers. He confines himself to Appoilinaris water and does not rely upon champagne for his sparkting

a native of England.

Senator James McMillan of Michigan, one of the Republican party leaders, has the positive and consoling assurance that he will not even be remotely put forth as a presidential possibility. He was born in Canada, and under the Constitution (Art. ii. Sec. 1), being of foreign birth, is not eligible.

Sec. 1), being of foreign birth, is not eligible. The second consoling assurance that he will not even be remotely put forth as a presidential possibility. He was born in Canada, and under the Constitution (Art. ii. Sec. 1), being of foreign birth, is not eligible.

Capital of the Nation.

Joseph W. Balley, that brilliant and erratstateman from the Lone Star State, dotes on the Constitution. While in his earlier days of congressional service Bailey, being and one of the very best newspaper writers of an ambitious turn of mind, became poss used of a desire to attain some prominence for himself, and consulted an old, experiod for doing so. "Ride a hobby, my boy; ride a hobby," was the instant reply. Bailey thought favorably of this sage advice, nd took up the Constitution. As a result, he is to-day recognized in the House as an authority on the legal phases of constitutional law and the Constitution,

characters of the Senate and Chairman of Senator Welcott of Colorado has acquired the great Military Affairs Committee, has the automobile craze and has already behad a most interesting career. During his come an adept at the handling of the handeventful life he was Major General in the some machine he recently purchased for Union Army, Governor of Connecticut, and I his own especial time. Every day, soon aftis now editor of the Hartford Courant and | or the adjournment of the Sanate, the Sen-United States Senator. His wife, one of the ator alone in his nute, can be seen speeding most charming women in Washington, is down the long hill to Pennsylvania avenue and up the avenue at a rate of from twelve to twenty miles an hour.

District of Columbia he is frequently called ston Pettus of Alabama, who is now 79 the Mayor of the city of Washington, and years old. The other extreme age is prehis progressive spirit has contributed in no sented by Albert Jeremiah Beveridge. small degree to improve and beautify the known as the juvenile orator from the banks of the Wabash; and a long-haired Populist, Marion Butler of North Carolina, who are 28 and 37 years old, respectively.

Thomas Collier Platt, senior Senator from New York, is the president of the United States Express Company and a millionaire. Owing to his commendable disinclination to say too much, he has been dubbed the "Sphynx of the Senate."

William Eaton Chandler, who is a striking example of one Eastern Republican not contaminated by the trusts, is now, because of his active tengue and biting sarensm, known as the "Wasp of the Senate.

Senator John Kean pronounces his name Tolliver. The former is a rich bachelor, who gives handsome dinners, and the latter

Liuette Woodworth Reere in Scribner's Magazina